

*Human Resources*Document No. 1NO CHANGE in Class. ☐☐ DECLASSIFIED

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DDA Memo, 4 Apr 77

Auth: DDA REG. 77/1763

Date: 080278 By: 025

25 March 1954

MEMORANDUM FOR: Deputy Director of Central Intelligence

THRU: Director of Training

SUBJECT: Summary Report on the Human Resources Program
Conducted with Senior Officials

1. The 4½ hour initial phase of the Human Resources Program was conducted with six groups of senior officials during the period, 1 December 1953 - 12 March 1954. Three of these groups included individuals from across the Agency; two were made up exclusively of DDA personnel; and one consisted of DDP area division chiefs and staff officers of equivalent status. The roster of 94 senior officials who were in the Program is attached as Appendix A. I have also noted on this appendix the names of senior officials who had previously participated in the Human Resources Program.

2. The objectives in conducting the Program with senior officials were: (a) to present this basic supervisory training for the serious consideration of top operating personnel throughout the Agency; (b) to secure their reactions and suggestions; (c) to stimulate cooperative action at the senior official level to improve management in CIA; and (d) to make an estimate of the requirements for strengthening the management processes through training.

3. In my judgment, the response to the Program was very favorable. I believe that 90% of those who participated in these meetings showed genuine interest in this approach to management training; most expressed a wish to have the program carried on down the line in their components; and an encouragingly large percentage indicated a readiness to participate in whatever comprehensive plan might be developed to improve management at all levels. I would estimate that not over 10% of these senior officials felt or expressed basic opposition to the approach to management improvement that is implicit in the Human Resources Program.

4. The problems and suggestions that came up in the group and individual discussions were quite similar to those discussed in other groups throughout the Agency. There seemed to be particular interest in problems of clarifying objectives, defining procedures, coordinating activity, and securing leadership in a concerted effort to improve the quality of management at senior official levels.

A summary of the problems and suggestions from these six groups is attached as Appendix B.

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5. This program with senior officials provided a fine opportunity to make an estimate of the place and function of training in the total job of improving management in the Agency. As has been emphasized in conducting these meetings, training is only one of several elements in a necessarily comprehensive endeavor to improve management. It is essential for future planning, therefore, to see the total picture so that the contributions of training may be appropriate and effective.

6. As a result of the systematic discussions in this program concerning better use of the Agency's human resources, the cues for management improvement appear to be as follows:

a. Throughout the Agency, responsible officials are conscious of the need to give time and energy to strengthen the processes of management as a means of greatly improving efficiency in operations.

b. Senior officials are quite vocal in expressing the need for leadership at the DCI and DD levels if plans and activities toward management improvement are to have the necessary drive and are to be accepted within the framework of normal operating responsibilities.

c. It was generally agreed that an official guiding statement of management policy would be very helpful in defining objectives and in indicating practicable techniques.

d. It was evident that activities or programs to improve management must be decentralized at least to the DD level to be effective; and in most cases, to the Office level. If the basic principle of centralized policy but decentralized execution is applied, it is particularly important that there be strong, active leadership at the top policy level of the Agency.

These indications of interest and need extend well beyond the scope of training programs. It appears that the Agency now requires a comprehensive management development plan within which training, along with the other staff services concerned, may make its appropriate contributions to the improvement of management.

I am outlining in paragraph 7 below the essential elements in a suggested management development plan for CIA.

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7. The essential elements in a management development plan

a. A statement by DCI outlining the scope, objectives, immediate tasks, and long-term phasing of a management development plan for CIA.

b. A guiding statement of management policy for supervisors in CIA.

c. An outline of the specifications of an organizational manual or management guide for each organizational component, which would include:

(1) An up-to-date organization chart

(2) A functional statement for each supervisor which would clearly delineate -

(a) His mission

(b) His responsibilities and authority

(c) His working relationships

d. Instructions in a procedure for evaluating periodically each supervisor's competence as a manager.

e. A check list of criteria for ready use by supervisors to keep them on course in improving Agency management procedures.

f. A brief description of the staff resources available in the Agency to assist each supervisory official to achieve his management objectives.

g. An outline of the procedures that DCI will use to check up periodically on the progress of the management development plan.

8. To date, the Human Resources Program has made, I believe, extremely valuable contributions to the general improvement of management in the Agency by serving as a pilot project, in generating discussion regarding management, in securing samplings of opinion, and by providing the basis for a practical estimate of the conditions that must now be fulfilled if significant advances are to be made in meeting the current management requirements of CIA.

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We have reached the point now where continuing progress in improving management will require the combined operations of the Management Improvement Staff, the Office of Personnel, the Office of Training, and other appropriate staff services, within the framework of a comprehensive management development plan. Otherwise, I am afraid that our management training programs and courses will prove to be only superficial in application and temporary in effect.

The management development plan outlined above is consonant with the most successful practices in the field of management today. Such an approach is, I am sure, entirely functional to the management improvement needs of CIA today.

9. It has been a great pleasure to conduct the 1 1/2 hour initial phase of the Human Resources Program with these senior officials.

The Program continues down through DDP and DBA, and in the individual offices in DDI. We seem to be scheduled up to the limit of our capabilities through the summer.

The follow-up phases of the Human Resources Program have become much more varied than had originally been anticipated; but that, we feel, is all to the good. The most meaningful follow-up now appears to be in terms of Agency-wide planning for management development.

10. I shall call your office for an appointment at your convenience to discuss this report.



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Chief, Management Training Division

Enclosures:

Appendix A

Appendix B

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Approved For Release 2002/02/11 : CIA-RDP57-00259A000200040011-2

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APPENDIX B

THE MANAGEMENT PROBLEM AREAS THAT APPEARED TO BE OF THE GREATEST INTEREST AND IMPORTANCE TO THE SENIOR OFFICIALS WHO PARTICIPATED IN THIS PROGRAM.

1. The problem of getting senior officials to comprehend the meaning, importance, and application of sound management principles in their normal operations in CIA.

2. The problem of understanding what is needed in terms of planning for management improvement.

3. The need to clarify further the functions, responsibilities, authority, and working relationships at all levels of supervision.

4. Securing clearer expression of guiding operating policy from the top; the coordination of top policy all down the line; the application of firmer discipline in requiring adherence to top policy at all levels.

5. Assisting supervisors to accept as normal: crash situations, a condition of mobile readiness, and perpetual uncertainty in many operational matters; and to achieve sound operational planning within this climate.

6. The necessity, from now on, for developing procedures that will make it possible to prune out the dead wood,- to ease out of the Agency those individuals for whom there is no longer useful work.

7. The Career Service Program. There appears to be need for major applications of thought and effort to this problem.

8. It was recognized that a great deal of attention needed to be given to the quality and effectiveness of supervisor-subordinate relationships,- especially with reference to the use of staff meetings; the need for supervisor-subordinate individual conferences periodically; and the supervisor's responsibility and opportunity to promote the growth and development of the individuals under his supervision.

9. Clarifying the application of need to know strictures for those functionally associated with an operation, and between separate operating offices.

10. Checking up to see that more attention, both formal and informal, is being given to the recognition of work well done,- the lower down the operating scale, the more important.

11. Working out means of securing a better quality of completed staff work from top levels down and thereby greatly improving efficiency in operations.

12. Spotlighting the Branch Chief's job in DDP as the central focus for field operations; achieving a measure of standardization through adopting best practices generally; and strengthening the quality of the Washington-field relationships.